European Economic Letters
ISSN 2323-5233
Vol 14, Issue 4 (2024)
http://eelet.org.uk

The Impact of Corporate Governance on Organizational Performance and Change Management: A Study of Private Commercial Banks in Addis Ababa.

Teshale Getu[1*], Dr. Nidhi Nalwaya[2]
[1]Research Scholar, Faculty of Management, Parul University India
[2]*Associate Professor, Faculty of Commerce-Department of Finance, Parul University,*
Email: nidhi.nalwaya90738@paruluniversity.ac.in

***Correspondence Author:** Teshale Getu
*teshalege@gmail.com:,

ABSTRACT
The aim of this study is to investigate the effect of change managemet practices and the organizational performance of private commercial banks in Addis Ababa, Ethiopia. The researcher employed both quantitative and qualitative research design . The data was collected through random sampling using a close-ended Likert scale questionnaire. The collected data was analyzed using SPSS software and multiple regression analysis. The most substantial positive influence on organizational performance was found in organizational cultural change, with a coefficient of 0.587. Based on these findings, the study recommends that private commercial banks in Addis Ababa should invest in technology and provide continuous training to employees to maximize efficiency and productivity and develop strategies that minimize negative impacts on employee morale and job satisfaction . Fostering a positive organizational culture and integrating comprehensive change management strategies is also essential, as it significantly contributes to overall performance.

Key Words: Change, Management, Organizational, Performance

INTRODUCTION

Change is an inevitable aspect of the business world, with organizations constantly seeking to adapt and evolve in order to stay competitive. Elkattan (2017) defines change as any initiative or project aimed at altering business practices, requiring employees to perform their tasks differently. In today's modern business landscape, change is ubiquitous, with its pace and intricacy accelerating at a rapid rate. The success of organizations in the future depends heavily on the effectiveness of leaders in managing change.

The Ethiopian government has implemented many reforms to increase the efficiency and competitiveness of the banking sector in order to accelerate the economic development process. A few years ago, there was a trend among Ethiopian banks to increase branches. Overall, the aim is to provide quality services to all non-banking communities and their customers. Due to the development of the country's economy, banking activities have increased, good demand for banks has increased, asset composition, people doing business, deposits, loans, competition and competition levels have changed (Birhanu, 2015)

Materials and Method

The researcher employed an explanatory study, where emphasis was given on studying a situation or a problem in order to explain the relationship between variables. Explanatory research was used because it enabled the researcher to critically examine the relationship between the independent variables of change management such as Environmental change, Organizational culture, Structural change, and Technological change for change and the dependent variable organizational performance.

Qualitative information was also incorporated to explore respondent opinions through open-ended questions and interviews conducted with directors and managers involved in enterprise and change management initiatives within selected private commercial banks.

The study employed a purposive/judgmental sampling technique to select four (4) private commercial banks (i.e. Dashen Bank, Awash Bank, Bank of Abyssinia, and Nib International Bank) from the existing sixteen (16) private commercial banks in Ethiopia. To select the respondents, the researcher used random sampling technique/stratified sampling technique, where the respondents had an equal chance of being selected.

In order to determine the sample size, the study was used a statistical formula developed by Daniel (1999). As, cited by L.Naing, T.Winn B.N.Rusli (2006). The researcher was set its confidence level at 95% with 5% error term. Accordingly, using a Z-score value of 1.96 at this confidence level the following sample will be drawn:

$n = z^2 * p (1-P)/ d^2$, Where: n= sample size , Z= z-statistic for the level of confidence

P= expected prevalence or proportion (in proportion of one if 20% p=0.2)

d= precision (in proportion of one if 5% d=0.05), $n= 1.96^2*0.2(1-0.2)/ 0.05^2$, $n= 245.86 \approx 246$

Table 1: Total population and percentage distribution for each selected private commercial Banks

Name of the Banks	Total No. of Employees	No. of clerical staffs	Percentage proportion	No of questionnaire distributed
Dashen Bank S.C	9,641	2,406	33%	81
Awash Bank S.C	8,520	2,131	29%	71
Bank of Abyssinia S.C	6,314	1,575	21%	54
Nib International Bank S.C	4,797	1,197	17%	40
Total	**29,272**	**7,310**	**100%**	**246**

The study mainly relied on the primary source of data obtained from a structured questionnaire.
The survey uses mainly structured questionnaire as data collection instrument. It was designed, making detailed theoretical as well as empirical literature reviews.
The study used descriptive and inferential statistics such as correlation analysis and multiple regressions to predict the relationship between four components of change management and pillars of organizational performance. The open-ended questions and interview results are collected and compiled similar points for each question and analyzed using a qualitative analysis approach.

Model of Specification
Regression analysis was used for this study because organizational performance is considered a continuous variable. Multiple regression models were used in the study, change management, organizational culture, structure change, and change in Technology was all regressed on organizational performance as shown below. And the model was taken the following structure or research Model;

$$Yi=\alpha+\beta1X1i+\beta2X2i+\beta3X3i+\beta4X4i+\varepsilon i$$

Where,
Y= Dependent variable (organizational performance), **α=** constant
β= (Beta value) coefficient of slope of regression model
X1= Environmental change, X**2=** change Management
X3= organizational culture, **X4=** structure change, **X5=** Change in Technology, εi= error terms

RESULTS AND DISCUSION
The analysis of the data on technological change in private commercial banks in Addis Ababa, Ethiopia, reveals several important insights into how technological advancements have impacted various aspects of organizational performance. The mean scores for different items range from 3.5167 to 4.4000, indicating generally positive perceptions among employees regarding the benefits of technological change.

Table: 2. Respondents Response on technological change on organizational performance

Technological Change items	Mean	Std. D.
Technological change has led to improve in the quality of work	3.8736	.72824
Technological change has resulted to increase in the efficiency and productivity of the employees in the company	3.9425	.63532
Technological change has results to reduction in the total errors	3.7356	.85535
There has been increase in the job performance after adopting new technologies	3.6092	.95669
I am able to accomplish work tasks quickly due to new technologies	4.4000	.8067
I am able to control the work and process more efficiently due new technologies	3.5167	1.1570
Cumulative of technological change	3.91383	0.90294

Source: Survey Data (2024)

The highest mean score (4.4000) is observed for the item "I am able to accomplish work tasks quickly due to new technologies," suggesting that employees strongly feel that new technologies have significantly enhanced their ability to complete tasks efficiently. This is supported by a relatively low standard deviation (0.8067), indicating a consistent agreement among respondents.
The statement "Technological change has led to an improvement in the quality of work" also scored high, with a mean of 3.8736 and a standard deviation of 0.72824, indicating that employees perceive a notable enhancement in the quality of their work due to technological advancements..

Table : 3. Respondents response on Environmental change

Items of Environmental change	Mean	Std. D.
Environmental changes take place ensure the survival of the organization.	3.505	.8194
Environmental change is A clear, structured plan for changes is communicated and implemented.	3.046	.9389
A constant environment of change makes it difficult to remain committed to the organization.	3.908	.8301
Cumulative of strategic formulation	3.4887	0.914986

Source: Survey Data (2024)

The analysis of environmental change data within private commercial banks in Addis Ababa, Ethiopia, reveals significant insights into how these institutions are navigating and responding to environmental factors. The mean scores for various items related to environmental change range from 3.046 to 3.908, indicating varied but generally moderate perceptions among employees regarding the impact of environmental changes.
The item with the highest mean score (3.908), "A constant environment of change makes it difficult to remain committed to the organization," highlights a notable concern among employees. This suggests that frequent environmental changes may create challenges for maintaining organizational commitment, potentially leading to decreased morale and job satisfaction. The relatively low standard deviation (0.8301) indicates a consistent perception across respondents about the difficulty of sustaining commitment amidst constant change.

Table :4. Change in Organizational culture

Change in Organizational culture items	Mean	Std. D.
The rites/rituals in my organization help the employees to embrace change introduced in the company	4.0805	.75048
The rites/rituals at my organization foster loyalty and commitment to change programs	4.0690	.66110
My organization culture encourages some input into decisions that affect my work.	4.1609	.66251
The organizational norms at my organization are supportive of change initiatives at the company	4.0230	.73099
The organization values of the organization influence the behavior of the staff at the organization	3.8391	.62643
The rites/rituals at my organization facilitate conflict resolution arising from change initiatives	3.8276	.78068
The rites/rituals in my organization help the employees to embrace change introduced in the company	3.78001	1.573119

Source: Survey Data (2024)

The analysis of data on changes in organizational culture within private commercial banks in Addis Ababa, Ethiopia, reveals important insights into how cultural elements impact the management of change. The mean scores for various items related to organizational culture range from 3.78001 to 4.1609, reflecting generally positive perceptions among employees regarding the support provided by organizational culture during change initiatives.
The item "My organization culture encourages some input into decisions that affect my work" has the highest mean score of 4.1609, with a standard deviation of 0.66251. This indicates that employees feel their input is valued in decision-making processes, which likely enhances their engagement and support for change initiatives.
Similarly, "The rites/rituals at my organization foster loyalty and commitment to change programs" received a mean score of 4.0690, indicating that such cultural practices are effective in promoting employee dedication to change efforts.

The relatively low standard deviation (0.66110) shows a strong consensus among employees about the positive impact of these rituals on their commitment to change.
The item "The organizational norms at my organization are supportive of change initiatives at the company" scored 4.0230, with a standard deviation of 0.73099, reflecting a general agreement that organizational norms align with and support change efforts. This is important as supportive norms can facilitate smoother implementation of change initiatives.

Table : 5 Organizational Performance

Organizational performance items	Mean	Std. D.
The organization is efficient and effective in-service delivery	3.8851	.84117
The organization is able to adjust to changing priorities at workplace	3.9080	.81601
The organization is able to meet the set targets	3.2989	.85065
The organization is proactive in-service delivery	2.5057	.86096
The organization is able to solve problem at instantly	3.2759	.81682
Cumulative of evaluation and control	3.3747	0.83712

Source: Survey Data (2024)

The analysis of the organizational performance items reveals varied levels of effectiveness and efficiency within the organization. The mean scores for each item highlight different aspects of performance, with significant implications for management and strategy.
Firstly, the organization exhibits a relatively high level of efficiency and effectiveness in service delivery, with a mean score of 3.8851 (SD = 0.84117). This suggests that the organization is generally performing well in this area, aligning with the idea that operational efficiency is crucial for maintaining competitive advantage (Porter, 1985). Additionally, the organization demonstrates a commendable ability to adjust to changing priorities in the workplace (mean = 3.9080, SD = 0.81601).
The organization's ability to solve problems instantly (mean = 3.2759, SD = 0.81682) shows moderate effectiveness in addressing issues as they arise. This suggests a need for improved problem-solving mechanisms or training to enhance immediate responses to challenges.
The cumulative evaluation and control score of 3.3747 (SD = 0.83712) provides a general assessment of performance monitoring and management. This score indicates that while there is a reasonable level of control and evaluation, there is room for improvement to achieve higher performance levels.
In this section, correlation analysis conducted in the light of each research questions is mentioned. The relationship between Change management practice and organizational performance was investigated, using Pearson correlation analysis. This provided correlation coefficients which indicated the strength and direction of relationship. The p- value also indicated the probability of this relationships' significance.

Table: 1. Correlation result

		Organizational performance
Technological change	Pearson Correlation	.514**
	Sig. (2-tailed)	.000
Environmental change	Pearson Correlation	.492**
	Sig. (2-tailed)	.000
Structural change	Pearson Correlation	.546**
	Sig. (2-tailed)	.000
Change of organizational culture	Pearson Correlation	.738**
	Sig. (2-tailed)	.000

Source: Survey Data (2024)

Environmental change has a slightly lower correlation coefficient of 0.492, yet it remains significant. This indicates a strong positive relationship between the organization's ability to adapt to environmental changes and its performance. Structural change shows the highest correlation coefficient of 0.546. Change in organizational culture has the highest correlation of 0.738, highlighting the strongest association with organizational performance among the variables examined. This significant relationship suggests that cultural transformation within an organization is a critical factor for achieving high performance.

European Economic Letters
ISSN 2323-5233
Vol 14, Issue 4 (2024)
http://eelet.org.uk

Table : 2. Model Summary result

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.823[a]	.678	.662	.38232	.678	43.114	4	82	.000	1.712
b. Dependent Variable: Organizational Performance										

Source: SPSS data, 2024

The analysis of the data reveals a substantial relationship between the independent variables and organizational performance in private commercial banks in Addis Ababa, Ethiopia. The R value of 0.823 indicates a strong correlation, suggesting that the independent variables collectively have a significant impact on organizational performance. The R Square value of 0.678 implies that approximately 67.8% of the variance in organizational performance can be explained by the independent variables in the model

The Adjusted R Square value of 0.662 accounts for the number of predictors in the model, offering a more accurate measure of the goodness of fit. The standard error of the estimate, 0.38232, indicates the average distance that the observed values fall from the regression line, reflecting the model's precision.

The change statistics show an R Square change of 0.678, indicating that the inclusion of the independent variables in the model significantly improves the prediction of organizational performance, as evidenced by the F Change value of 43.114 with a significance level of 0.000. This suggests that the model is statistically significant, meaning that the independent variables reliably predict organizational performance.

The Durbin-Watson statistic of 1.712 falls within the acceptable range (1.5 to 2.5), suggesting that there is no significant autocorrelation in the residuals, which validates the independence of observations assumption.

Table :10. Regression Coefficient result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.378	.372		-1.017	.312
	Technological Change	.184	.077	.179	2.393	.019
	Environmental change	.039	.112	.028	.349	.728
	Structural change	.350	.083	.305	4.237	.000
	Organization cultural change	.623	.079	.587	7.909	.000
a. DV: Organizational performance						

Source: Survey Data (2024)

The regression analysis provides valuable insights into the impact of various types of changes on organizational performance in private commercial banks in Addis Ababa, Ethiopia. The model's unstandardized and standardized coefficients, along with their associated significance levels, reveal the strength and significance of these relationships.

The constant term, with an unstandardized coefficient of -0.378 ($p = 0.312$), is not statistically significant, indicating that the model's intercept does not significantly predict organizational performance. This suggests that other factors or variables may play a role in influencing performance when the predictors are set to zero.

Technological Change: The unstandardized coefficient for technological change is 0.184 ($p = 0.019$), and the standardized coefficient is 0.179. This positive relationship indicates that improvements or advancements in technology positively impact organizational performance. The significance level ($p = 0.019$) confirms that technological change is a statistically significant predictor of performance, emphasizing its critical role in modernizing banking operations and enhancing efficiency.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

Summary of findings

The study of technological change in private commercial banks in Addis Ababa, Ethiopia, shows that employees generally have positive perceptions of the benefits of technological advancements. The highest mean score (4.4000) is for the ability to accomplish work tasks quickly due to new technologies. The highest mean score (3.91383) is for the increase in efficiency and productivity of employees. The highest mean score (3.8725) is for the improvement in work quality. However, the lowest mean score (3.5167) indicates that not all employees experience the same level of benefit.

The study of environmental change data in private commercial banks in Addis Ababa, Ethiopia, reveals moderate perceptions among employees about the impact of environmental changes. The highest mean score (3.908) suggests that constant environmental changes may make it difficult to remain committed, potentially leading to decreased morale and job satisfaction. The lowest mean score (3.505) suggests that environmental changes are essential for the organization's survival.

The mean scores for various items related to organizational culture range from 3.78001 to 4.1609, indicating generally positive perceptions among employees. Specifically, the item "My organization culture encourages some input into decisions that affect my work" received the highest mean score of 4.1609, with a standard deviation of 0.66251. "The rites/rituals in my organization help the employees to embrace change introduced in the company" and "The rites/rituals at my organization foster loyalty and commitment to change programs" also received high mean scores of 4.0805 and 4.0690, respectively. However, "The rites/rituals at my organization facilitate conflict resolution arising from change initiatives" had a lower mean score of 3.8276, indicating room for improvement in this area.

Firstly, the organization exhibits a relatively high level of efficiency and effectiveness in service delivery, with a mean score of 3.8851 (SD = 0.84117). Additionally, the organization demonstrates a commendable ability to adjust to changing priorities in the workplace (mean = 3.9080, SD = 0.81601). However, the organization struggles with meeting set targets (mean = 3.2989, SD = 0.85065) and appears less proactive in-service delivery (mean = 2.5057, SD = 0.86096). The organization's ability to solve problems instantly (mean = 3.2759, SD = 0.81682) shows moderate effectiveness in addressing issues as they arise. The cumulative evaluation and control score of 3.3747 (SD = 0.83712) provides a general assessment of performance monitoring and management.

The analysis reveals that technological change shows a Pearson correlation of 0.514 with organizational performance, indicating a moderate-to-strong positive relationship. Environmental change has a slightly lower correlation coefficient of 0.492, yet it remains significant, indicating a strong positive relationship between the organization's ability to adapt to environmental changes and its performance. Structural change shows the highest correlation coefficient of 0.546, emphasizing the importance of organizational restructuring and adaptation in enhancing performance. Change in organizational culture has the highest correlation of 0.738, highlighting the strongest association with organizational performance among the variables examined, suggesting that cultural transformation within an organization is a critical factor for achieving high performance.

The R value of 0.823 indicates a significant impact, with 67.8% of variance explained by the variables. The adjusted R Square value of 0.662 and standard error of the estimate of 0.38232 reflect the model's precision.

The constant term, with an unstandardized coefficient of -0.378 ($p = 0.312$), is not statistically significant, indicating that the model's intercept does not significantly predict organizational performance. Technological Change: The unstandardized coefficient for technological change is 0.184 ($p = 0.019$), and the standardized coefficient is 0.179, indicating a positive relationship. The significance level ($p = 0.019$) confirms that technological change is a statistically significant predictor of performance. Environmental Change: This variable has an unstandardized coefficient of 0.039 ($p = 0.728$) and a standardized coefficient of 0.028, indicating a weak and statistically insignificant effect on organizational performance. Structural Change: The unstandardized coefficient for structural change is 0.350 ($p = 0.000$), with a standardized coefficient of 0.305, indicating a significant positive relationship. Organizational Cultural Change: With an unstandardized coefficient of 0.623 ($p = 0.000$) and a standardized coefficient of 0.587, organizational cultural change has the most substantial positive impact on performance.

Conclusion

The study on the effects of technological, environmental, structural, and cultural changes on organizational performance in private commercial banks in Addis Ababa, Ethiopia, reveals several key findings

Technological change is positively perceived by employees, significantly enhancing their ability to accomplish tasks quickly, increase efficiency, and improve work quality. This is supported by a moderate-to-strong positive relationship between technological change and organizational performance, indicating that advancements in technology are crucial for improving performance in the banking sector.

Environmental changes are perceived moderately by employees. While they recognize the necessity of these changes for the organization's survival, constant changes can negatively affect morale and job satisfaction. Despite this, environmental change still demonstrates a strong positive relationship with organizational performance, highlighting its importance in maintaining competitiveness.

Structural changes within the organization show the highest correlation with performance, underscoring the critical role of organizational restructuring in enhancing efficiency and effectiveness. This finding suggests that well-executed structural changes are vital for improving service delivery and adapting to shifting priorities.

Changes in organizational culture have the strongest positive association with performance. Employees generally perceive the organizational culture positively, especially regarding their input in decision-making and the support of rites and rituals that foster loyalty and commitment to change programs. However, there is room for improvement in conflict

resolution arising from change initiatives.
The overall regression model indicates a significant impact of these variables on organizational performance, explaining 67.8% of the variance. Technological change and structural change are statistically significant predictors, while environmental change shows a weaker and statistically insignificant effect. The most substantial positive impact is seen with organizational cultural change, affirming its critical role in achieving high performance.
In conclusion, the study highlights that fostering a supportive organizational culture, implementing effective structural changes, and embracing technological advancements are essential strategies for enhancing performance in private commercial banks in Addis Ababa. These findings emphasize the importance of a holistic approach to change management that considers technological, structural, and cultural dimensions to drive organizational success

Recommendations
Based on the conclusions drawn from the study on the effects of technological, environmental, structural, and cultural changes on organizational performance in private commercial banks in Addis Ababa, Ethiopia, the following recommendations are proposed:
❖ In relation with Technological Adoption the Banks need to Invest in the latest technological advancements and provide continuous training for employees to maximize their efficiency and work quality, implement systems that streamline work processes, reduce task completion time, and enhance overall productivity, regularly update technological infrastructure to stay competitive and support employees in leveraging new technologies effectively.
❖ In relation with Managing Environmental Changes Effectively the banks need to develop strategies to manage and communicate environmental changes clearly to employees to minimize negative impacts on morale and job satisfaction, foster a supportive environment that helps employees adapt to changes by providing adequate resources and support systems monitor and evaluate the impact of environmental changes on organizational performance and employee well-being, making adjustments as necessary.
❖ In relation with Optimizing Structural Changes conduct thorough assessments before implementing structural changes to ensure they enhance organizational efficiency and service delivery, engage employees in the restructuring process to gain insights and foster a sense of ownership, which can lead to smoother transitions and better acceptance of changes, continuously evaluate the effectiveness of structural changes and make necessary adjustments to align with organizational goals and changing market demands.
❖ In relation with Strengthening Organizational Culture cultivate a positive organizational culture by encouraging employee participation in decision-making processes and supporting rites and rituals that foster loyalty and commitment to change programs, develop and implement conflict resolution mechanisms to address issues arising from change initiatives promptly and effectively, promote a culture of continuous improvement and innovation to maintain high performance and adaptability.
❖ In relation with Integrating Change Management Strategies develop comprehensive change management plans that integrate technological, environmental, structural, and cultural changes to ensure a holistic approach to organizational development, provide leadership training to ensure leaders are equipped to guide their teams through changes and maintain high levels of performance, regularly review and update change management strategies to reflect evolving organizational needs and external market conditions.

REFERENCES
1. Aguinis, H., 2016, Performance Management (Second ed.). Upper Saddle River, NJ: Prentice Hall.
2. Alas, & Vadi, M. (2016). The employees‟ attitudes and their connections with the organizational culture in the process of change in the Estonian Organization (Vol. 2, pp. 267-299). Academic Press
3. Alderfer, C.P., 2021. Existence, relatedness, and growth: Human needs in organizational settings.
4. Alkhaffaf, M., 2016, The impact of empowering employees on organizational development: A case study of
5. Anthony, R. & Govindarajan, V., 2017, Management Systems Control. Singapore, SG: Irwin Publishers.
6. Armstrong, D., 2017, Employee Reward Management and Practice. London, UK:
7. Armstrong, M., 2019, Armstrong's handbook of performance management: An evidence-based guide to delivering high performance. Kogan Page Publishers.
8. Banjoka, S. A., 1996, Human resource management: An Expository Approach. Lagos, NG: Pumark Nigeria Limited.
9. Baron, H., Henley, S., McGibbon, A. & McCarthy, T., 2020, Motivation Questionnaire Manual and User's Guide. Sussex, NJ: Saville and Holdsworth Limited. Kogan Page.
10. Beer, M. & Walton, R. E., 2015. Reward Systems and the Role of Compensation. In J. G. Searle, Manage people, not personal (p. 17). Boston: Harvard Business Review
11. Bullock, B.L., 2013. Systems and methods for driver performance assessment and improvement. U.S. Patent 8,554,468.

12. Burnes, B. (2004). Managing Change. Pearson Education.
13. Chaudhary, N., & Sharma, B. (2021). Impact of employee motivation on performance (productivity) private organization. International Journal of Business Trends and Technology, 2, 29-35
14. Colquitt, J., Lepine, J. & Wesson, M., 2017, Organizational Behavior: Improving Performance and Commitment in the Workplace. New York, NY: McGraw-Hill.
15. Creswell, J. W., & Creswell, J. D., 2017, Research design: Qualitative, quantitative, and mixed methods approaches. Sage publications.
16. Davenport, T.H., & Harris, J.G. (2007). Competing on Analytics: The New Science of Winning. Harvard Business Review Press.
17. Feldman, D. C. and Arnold, H. J. (2021), Managing Individual and Group Behavior in Organizations, Mc Graw-Hill Book Company.
18. Funmilola, O., Sola, K., and Olusoa, A. (2016) „ impact of job satisfaction dimensions on job performance in a small and medium enterprise in Ibadan, South Western, Nigeria", interdisciplinary journal of contemporary research in business, Vol. 4, No. 11, pp. 509-521.
19. Gebregziabher, H., 2018, Determinants of public employees' performance: evidence from Ethiopian public organizations, International Journal of Productivity and
20. Herzberg, Frederick (January-February 1964). The Motivation-Hygiene Concept and Problems of Manpower. Personnel Administrator (27): pp. 3–7.
21. Joe W. Kotrlik, J. C. Atherton, A. Williams and M. KhataJabor.(2011). Reporting and Interpreting Effect Size in Quantitative Agricultural Education Research Journal of Agricultural Education,Vol.52,No
22. Kaplan, R. S., & Norton, D. P. (1992). The Balanced Scorecard: Measures That Drive Performance. Harvard Business Review.
23. Kossek, E. E., Kalliath, T., & Kalliath, P. (2012). Achieving employee wellbeing in a changing work environment: An expert commentary on current scholarship. International Journal of Manpower, 33, 738-753
24. Kothari, C. R., 1985. Research Methodology (Methods & Techniques) Wiley Eastern Limited. New Delhi.
25. Kotter, J. P. (1996). Leading Change. Harvard Business Review Press.
26. Latham, G.P. and Budworth, M.H., 2007. The Study of Work Motivation in the 20th Century.
27. Lindner, J.R., 1998. Understanding employee motivation. Journal of extension, 36(3), pp.1-8.
28. Locke, E.A. and Latham, G.P., 1990. A theory of goal setting & task performance. Prentice-Hall, Inc.
29. Pietri, M.D., PH & Mosley Jnr, DC, 2012, Supervisory Management: The Art of Inspiring, Empowering and Developing People. Mason, OH: Thompson South-Western.
30. Porter, M. E. (1985). Competitive Advantage: Creating and Sustaining Superior Performance. Free Press.
31. Saleem, S., 2011, The Impact of Financial Incentives on Employees. European Journal of Business and Management , Vol. 3, Issue 4, pg.15-23.
32. Skinner, N., 2010, the role of goal-setting in workplace development. Adelaide, AU: Flinders University.
33. Tushman, M. L., & O'Reilly, C. A. (1996). Ambidextrous Organizations: Managing Evolutionary and Revolutionary Change. California Management Review.